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CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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"STRATEGY IN WORKING WITH PEOPLE"

(The following item is reprinted from the monthly letter of the Royal Bank of Canada (October 1954), issued by the Head Office, Montreal. The ideas expressed apply so well to our own working relationships, both internal and with the public, that we are quoting it in its entirety.)

"Ability to get along well with people is the prime attribute of a good executive. It is a necessity for all of us if we are to enjoy peace of mind.

"Life cannot be lived in an impersonal way. In manufacturing, transportation, trading, finance, and all the other areas of production and commerce, as well as in social life, we deal with men and women, men and women who are filled as we ourselves are with feelings of pride, the ambition to achieve, and the desire for esteem and affection.

"No executive can do his best work or attain notable success in business without the concurrence of other men's endeavours. Facing the human equation and solving it satisfactorily are urgent needs imposed upon leaders in all walks of life. The competent leader takes many precautions that lesser men neglect.

"To understand people demands first of all that we admit two truths: we are all different, and often we are not aware in what respect, to what degree, and why we are different; and we are all acting and reacting in different environment.

"When a man realizes these truths he will be inclined to begin understanding people by studying them. He will go out of his way to encourage them to talk about themselves and their interests. Only so can the executive learn what makes employees unhappy in their work, what qualification young men have for advancement, what mistaken ideas are prevalent in his office or factory that should be corrected.

"No one in authority can ever do too much listening; the best leaders know that men prosper not in proportion as they inform but as they elicit.

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"But it is not enough to listen and observe; one must examine and appraise. By looking at the subject from the other person's viewpoint, you perceive the things that need to be cleared away so as to let him see the good points of your plan or proposal.

"Those who go in for mottoes might add this one to their stock: 'Every human act can be understood if we know all the pertinent facts.' When we see a person whom we believe we know very well acting in a manner that is different from our expectations, we may be shocked or confused. But we need not rest there. By showing a sympathetic interest, by demonstrating our desire to understand, and by taking all the appropriate steps toward becoming informed of the cause, we may find what is wrong with the person - - or with our own interpretation of his actions.

"We must be prepared to meet resistance, if the attitude we seek to change is a deeply-rooted one. We need to offer something more concrete than generalities. If we take the pains to think out and elaborate our thoughts and our plan in clear consistency we are likely to reap a reward beyond our hopes.

"Our clear-cut ideas can be presented so as to dominate the undisciplined aspirations and the prejudices of the man we seek to influence, but they must be presented in terms of his interests. Lord Macaulay's saying has the air of a platitude, but it conveys a lesson: 'It is not by his own taste, but by the taste of the fish, that the angler is determined in the choice of bait.'

#### "Communication of Ideas

"To deal with people requires the communication of ideas. This is a two-way project. The executive cannot possibly put across his ideas unless he knows what ideas are already in the minds of his workers - - ideas which may clarify or confuse, help or hinder. Workers must understand what management is trying to do before they can be counted upon for enthusiastic support.

"This means that management must have crystal-clear in its own mind just what is to be attempted, or the result will be confusion and frustration. Napoleon wrote to his General Murat: 'You will so manage that the Spaniards may not suspect the course I intend to pursue. This will not be difficult, for I have not fixed upon it myself.'

"Time is needed to communicate ideas and cultivate their growth. In view of the complex conditions to which we human beings must accommodate ourselves, and the number of conflicting ideas from which we are compelled to choose, it is no wonder that an effort to rush us into decisions should antagonize us and rouse our opposition. The miracle is that so many leaders, by taking time and trouble, succeed in having their ideas accepted.

"The man who allows himself to appear in a hurry gives himself a needless handicap. The onlooker is likely to conclude that the hurrying man has found his responsibilities too big for him, and to decide that he, for his part, is not going to be rushed into a decision reached in an environment of excitement.

#### "... All But Little Men

"None of us likes to feel that he is being told to do something; we prefer to feel that we are acting on our own ideas, or that we are thoughtfully agreeing with the  
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## REGIONAL ADMINISTRATOR'S COLUMN

Last month we talked about Mr. Read's retirement. During February the selection of Mr. Walter P. Plett to fill this position was confirmed. A news release was made from Washington under date of February 23. As most of you know, Mr. Plett is presently the Regional Administrator in Alaska. He has spent the past sixteen years in the Territory of Alaska. He will be a welcome addition to our staff. His present plans are to report the latter part of March.

The week of February 13 a Regional Headquarters group visited CAA field offices in eastern Oregon and Washington, returning via Seattle, Toledo, Portland, and San Francisco. The party consisted of Art Johnson, Chief, Airways Operations Division; Vaughn Clayton, Deputy Chief, Facilities Maintenance Branch; Jim Chadwick, Controller, Los Angeles ARTC Center; and the Regional Administrator.

Specifically we visited Communications Stations, Towers, Maintenance Sectors, Maintenance District Offices, and Aviation Safety District Offices in Klamath Falls, Redmond, The Dalles, Yakima, Ephrata, Spokane, and Ellensburg. Visiting and talking with our people we obtained a number of constructive ideas for improving our operations in general, or at the specific location. In turn we gave the field what information we had concerning CAA's present and future program. We told them that we have no plans for the closing of any field offices, stations, or towers. On the contrary, that our prospects for next year looked reasonably bright, and that there would be an expansion of our activities, both in Airways Operations and in Maintenance. For example, the commissioning of additional radar, and participation in the Air Force RAPCON and the Navy counterpart will require additional Operations Specialists.

The increased construction planned for Fiscal Year 1956 will require more engineers and technicians in the EANF program. The resulting facilities will in turn require additional Maintenance Technicians. Aviation Safety and Airports activities personnelwise are expected to continue at about the present level. All in all conditions and prospects are encouraging.

As a part of the trip we stopped in Seattle where I attended the Seattle Regional Airspace Subcommittee Meeting while the rest of the party, among other places, visited the McChord RAPCON. They corroborated the reaction of other visitors to the RAPCON about the eager, enthusiastic attitude of all of our people engaged in this progressive enterprise.

At the Airspace meeting we were able to get concurrence on several important cases. One which I thought was significant was the method agreed upon for the establishment of the Dungeness-Neah Bay Airway in a manner which will effect substantial savings.

A Regional Administrators' conference is scheduled for March 1. Any significant items of information obtained there will be passed on to you in the next issue. Until then - - hasta la vista!

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ideas of someone else. The man who is adroit in working with people has mastered the method of giving instructions, proving a point, or winning agreement in such a way that those to whom he conveys his ideas feel they are their own.

"The purpose of all but little men is not to dominate but to enlist their goodwill, not to gain a point by fighting but to win support by making people want to get behind the plan.

"There comes, in every man's life, a time to fight, but it must be tested by asking: 'Is the cause worthy? Cannot I persuade rather than compel? If I do win my point by force, will the response be favourable among the people who count in my life?' If there is no other way to achieve a worth-the-while purpose, then it is necessary to 'lay down the law'. Dogmatism is a powerful device when justifiably used, but it is a fighting weapon, not calculated to make friends.

"To those who insist upon fighting their way through life, having it in their nature to do so, there are some points of strategy that should be attended to. It was a principle among the ancient Greek fighters not to cut off the enemy's retreat, because when bottled up he would fight more desperately; in our own modern business life it is well to give an opponent a chance to 'save face'.

"To beat a person down out of our sheer joy in raising our ego at his expense is not only a breach of good manners and good sportsmanship, it is bad business, because there are no persons so insignificant but may, some time or other, have it in their power to be of some use to us.

"Violence in an executive makes enemies unless the people surrounding him are wonderfully tolerant - - something on which no one has the right to count. Violence takes toll of one's health, too, wears one out more rapidly than does persuasion, and it is not so gratifying to the man of intelligence. Persuasion, as Matthew Arnold phrased it, is the only true intellectual process.

#### "Strategy in Criticism

"Able men take pains to spare others humiliation, even when it is necessary to criticize their actions. It is foolish to scold. John Wanamaker confessed: 'I have enough trouble overcoming my own limitations without fretting over the fact that God has not seen fit to distribute evenly the gift of intelligence.'

"The purpose of discipline in business, school or family life is to prevent repetition of an offense. It should be constructive. Impatient tearing down is likely to breed distaste for necessary regulation.

"Criticism should begin with praise and honest appreciation of what the man does well, and then go on to point out how this other thing can be done better. This mode of criticising will appeal to the worker because it shows an honest desire to be helpful. It recognizes the truth that nobody ever learns anything except by making mistakes. The better a man is, the more mistakes he will make, because the more new things he will try.

"Learning is like people and to get along with them by looking for the good in them is a satisfying way of life. If we complain often about our associates or about the firm for which we work people are likely to think the trouble lies with us.

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## "Other People's Wants

"One sure way of getting along with people is to satisfy some of their wants. We can be alert to notice and remember their wishes and preferences. Every executive knows that it is not sufficient to give a man good wages and stable employment and comfortable working space: other, more personal, needs must be met if business is to be a contented, harmonious and efficient team. To build others' feeling of self-respect, to give them the feeling that they are respected; these are important techniques for the man seeking to work with people.

"How can we be of greater service to people than by detecting their emotional disturbances, quietly learning the cause, and instilling confidence while helping toward good adjustment? When you help someone to be right you are satisfying one of his greatest needs.

"Look favourably on people's motives. The most unhappy person on earth is the man who goes through life suspecting everyone with whom he comes into contact of trying to do him some ill turn. Friendships do not grow out of suspicion, nor is loyalty in a working organization built up of distrust.

"There are times to concede and conciliate. He is a wise organizer who lets people beat him a little in discussion of some plan he is trying to 'sell', so long as he keeps the main issue clear and unspoiled, and gives in to change of detail in order to win principles.

"One can often get done what one wants done - - the other man's way. Joseph Chamberlain, the British statesman, remarked: 'Much can be done by a concession which, valued by the receiver, demands little of the giver beyond perception of its acceptableness.

"Sometimes it is wise to retreat and await a more favourable time. A pliable plant on a river bank, dipping its branches into swiftly running water will save every twig and leaf, whereas a stout tree will be torn away. And, having decided to yield, do so with good grace.

## "Personal Recognition

"To enjoy good human relations we need to recognize the craving of people for personal recognition. They desire prestige. By giving them a sense of importance we attract them to us, arouse their interest in our ideas, and make them eager to help us bring our plans to fruition.

"A true leader does not hog the limelight, but draws his friends and fellow workers into it, thus inspiring them with enthusiasm and loyalty. It is dangerous and unrewarding to ignore subordinates. Charm, poise, personality and efficiency - - attributes of leadership - - all arise from a feeling of genuine interest in people and thoughtfulness for them.

"The man who sincerely satisfies our hunger for recognition as individuals will hold us in the palm of his hand.

"A compliment, particularly on points where we wish to excel and yet are doubtful whether we do or not, is an effective way to gain our good-will, if the compliment

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be true and not fabricated flattery. Nothing is less laborious and irksome than to give praise, and as the Duc de la Rochefoucauld put it in his Maxims: 'To praise good actions heartily is in some measure to take part in them.'

"If we take the gentle, the favourable, the indulgent side of most questions, we retain our poise under trying circumstances. Even though we are bested in an argument, we keep our self-respect, our feeling of being on top, and we win, too, the respect of our opponents.

"When we make a mistake we take the wind out of the opposition's sails by admitting it quickly and emphatically. An outstanding example is given by Lord Macaulay in his History of England: When Queen Elizabeth was challenged in granting of monopolies, 'she with admirable judgment and temper declined the contest, put herself at the head of the reforming party, redressed the grievance, thanked the Commons in touching and dignified language for their tender care of the general weal, brought back to herself the hearts of the people, and left to her successors a memorable example of the way in which it behoves a ruler to deal with public movements which he has not the means of resisting.'

#### "Four Virtues

"There are many virtues, but four are of leading importance to the person seeking to live and work successfully with people. They are consistency, sincerity, courtesy, and friendliness.

"We feel more secure in our relationships with consistent men, even though they are always unreasonably demanding, than we do with men who are reasonable part of the time and unreasonable at other times. We can learn how to deal with the man who is consistent, even if he is consistently wrong, but we are utterly incapable of developing a strategy for the man who is guided by whims and notions.

"Sincerity is important, because it deserves friends. You can't talk your way into friendship in social or business life. If you are going to make friends, people must recognize you as worthy of friendship.

"It is not necessary that we should agree with people on every detail, nor that either party should admit the other is infallible in wisdom or justice, but each should be sure of the other's sincerity, so that they feel free to work out the problem for the good of both. 'A deep, great, genuine sincerity,' said Thomas Carlyle in Heroes and Hero-Worship, 'is the first characteristic of all men in any way heroic.'

"No one who aspires to getting along well with people can afford to ignore courtesy, which means being considerate of others in little things. To refuse a request gracefully, to show respect for what others revere, to treat even bores with consideration, to be eager to do a favour, to be calm under provocation and affable under pressure: These are evidences of courtesy.

"Courtesy is the easiest quality to lift one above the crowd. Very often it is lacking in any masterful quality, but in it abides a wistful appeal that wins friends.

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"It is far more interesting to out-think an opponent, to persuade a wife or a husband, or to 'sell' an idea to the group of which you are leader than to gain your way by bulldozing and throwing your weight.

"Friendliness with a person means that you have, over and above your general merit, some particular merit to that person. It means that even if you are not in position to benefit people materially you take pains to oblige them and show them your amiable spirit.

"The man in search of success and peace of mind needs friends. Xenophon, the historian, remarked 'It is far less difficult to march up a steep ascent without fighting than along a level road with enemies on each side.'

"Leadership has been written about for thousands of years, and scores of books are published every year giving advice about how to become and remain an executive. Yet all these years and words have found no substitute for these four virtues: consistency, sincerity, courtesy and friendliness.

### "Some Principles

"In addition to the basic virtues, getting along with people requires us to practice certain principles, to use proven tactics.

"You would not appoint a man to a managerial position if he were more interested in the question 'Who is right?' than in the question 'What is right?' The manager, supervisor, foreman or other person in a position of command over people needs to be careful not to allow personalities to corrupt principles. Sometimes the executive is right; sometimes the worker is right; sometimes both are partly right; but both need to seek the procedure which will be most in keeping with their desire for the best outcome.

"The person who gets along with people avoids focussing on their weaknesses rather than on their strengths, or on their disabilities rather than on their abilities. Everybody has problems and everybody is short-suited in some quality. The thing to do is not to wail about these, but to do something positive to help solve and overcome them.

"Practice of this sort means going beyond the stark, necessary demands of business and social intercourse. It calls for willingness to go more than half way in friendly overtures. It is a practice that distinguishes the really great man from the man who is merely adequate.

"Great men are not quick to take offence. They ascribe annoying acts and sayings of colleagues and acquaintances to defective knowledge, and merely observe without feeling. They know that many criticisms are made because making them gives the critic a feeling of importance. They measure criticism by the value there is in it for them as a guide to doing something better, and not by the degree in which the criticism hurts. Like swordsmen, they take on their shields the thrusts they cannot parry.

"Self-control is necessary to successful working with people. It is the first virtue taught by Socrates, necessary to make the other virtues effective.

"Not only does falling into a passion tend to make enemies instead of friends, but it displaces intellect and gives your adversary an advantage over you. When one person

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is furious and the other cool, onlookers are very likely to suppose that the man who keeps his temper is right, even though he is not.

"In his novel The Laughing Men Victor Hugo writes: 'Wind, hail, the hurricane, the whirlwind - - these are wild combatants that may be overcome ... but nothing is to be done against a calm; it offers nothing to the grasp of which you can lay hold.'

"The man seeking to work in harmony with other people is modest and moderate. He does not exceed what is necessary in discipline or in praise, in strife or in entertainment.

"There is a certain dignity attaching to modesty. As the Archbishop of Canterbury said on his visit to this side of the ocean in August: 'Dignity is many things, each in its right place. It's always unselfconscious. It is being worthy of any given situation, in its proper context.'

"Courage is needed in working with people, but not braggart daring. The wise man knows that in the olden days many more thousands were killed in flight than in battle, but he also knows that there is a time to retreat. As the philosopher said on giving up an argument with the Emperor Adrian: 'I am never ashamed to be confuted by one who is master of fifty legions.' When his chief hit his slave Hajji Baba on the head, Hajji boasted: 'Though I rubbed the sore place, I still could laugh at the jokes of my chief.'

"Successful human relations are essentially the results of a complicated interplay of these virtues and principles, but every man must play the game within his own particular environment and according to his own personal qualities and ideals.

"There will be understanding, nonunderstanding and misunderstandings in every human relationship of two or more people.

"The art of working and getting along with people lies in applying fundamental ideas of kindness and seeking understanding. It prompts us to allow everyone the right to exist in accordance with the character he has, whatever it turns out to be. It leads us to conform where we cannot alter, and to maintain our serenity when friends and fellow workers seem perverse."

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BANGKOK ASSIGNMENT

Elmer Butler, Chief, San Francisco OFACS, and Gene Mathews, ATDS, San Francisco, departed February 14, 1955 for a three weeks assignment to Bangkok to work with the International Region as advisors and counselors in an endeavor to assist the Siamese Government to improve aeronautical communications. We are sure that the CAA could not have picked two people with better background and abilities, and hope they will be able to accomplish their mission as early as possible, and will also enjoy their visit at the same time.

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## QUESTION BOX?



- Q. When invoicing a typewriter, camera or any equipment bearing a serial number should I use the number as shown on the records?
- A. No, always inspect the equipment first and show actual number inscribed thereon.
- Q. When preparing surveys, Forms CD-51 or CD-52, if I don't know the "Unit Acquisition Cost" should I leave the space blank?
- A. No, use an estimated cost. If unable to estimate ask your supervisor for an estimated figure.
- Q. When preparing Forms CD-51 and CD-52 should "Estimated Present Value" or "Condition Code" columns be left blank?
- A. No, it is important this information be shown. If no estimated value show "None".
- Q. Why can't I obtain proper size casters from the warehouse for my office chair?
- A. You can. However, when ordering casters it is always advisable to furnish the length of the shaft as well as the diameter. If new inserts are requested, the same information should be furnished.

### CAREER-CONDITIONAL PROGRAM

- Q. When does the 3-year period begin in the following case: War Service Indefinite Appointment 3-1-43; reduction in force 10-30-46; probational appointment 1-17-47; resignation 8-31-47; indefinite appointment outside register 11-13-50; resignation 11-15-53; indefinite appointment from register 12-18-53; conversion 1-23-55.
- A. The conditional period begins 12-18-53, for the following reasons: The 3-year period of service under War Service indefinite appointment did not include the acquisition of status, eligibility for status or an appointment based on status and therefore is not creditable. Similarly, the 3-year period from 11-50 to 11-53 did not include status or eligibility for status. Service beginning 12-18-53 includes an appointment which confers eligibility for status on 1-23-55 and also includes the acquisition of status through conversion on that date.
- Q. In the foregoing example, if the service from 11-13-50 to 11-15-53 had been under an indefinite appointment from the register, would the conversion on 1-23-55 be to career instead of career-conditional?

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REGION FOUR FEDERAL CREDIT UNION

The CAA Region 4 Federal Credit Union was organized by and belongs to the CAA employees who are members of the Credit Union.

Loans made to CAA employees are made possible by the cooperation of fellow employees who have joined the Credit Union and deposited funds into their savings accounts to provide funds to make loans to members.

Cooperation means advantages. But, cooperation also entails certain responsibilities if we are to enjoy the advantages.

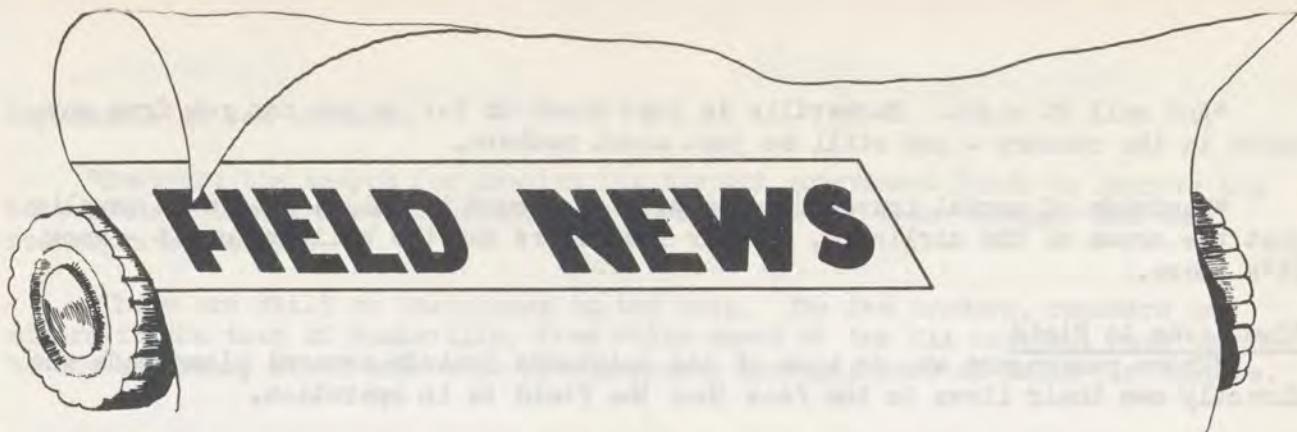
When members borrow from the Credit Union, they borrow the savings of fellow workers. This should cause the borrowing members to strive earnestly to repay their loans in accordance with the terms of the Note. If circumstances arise which make it impossible for them to do this, it is their responsibility to inform the Credit Union so that any necessary repayment adjustments may be made.

A Credit Union loan becomes delinquent when the loan balance becomes two monthly payments in arrears based on the original terms of the Note. The only exceptions are loan balances which are fully secured by shares. All delinquent loans of the Credit Union must be submitted each month to the Credit Union Board of Directors for its consideration and action.

It is only through meeting obligations with promptness that a member can expect to retain the privilege of obtaining loans when he needs them. Your privilege to borrow from your Credit Union is valuable. The Credit Union wants to enjoy the most cordial relations with all borrowers. The Board of Directors wants them to make use of the Credit Union services to the fullest extent. But to make it possible for your Credit Union to offer such services, it must have the cooperation from each borrowing member. Each borrower must pay his loan payment when it is due. If that is impossible, please notify the Credit Union office of the circumstances so that proper future arrangements may be made.

The CAA Region 4 Federal Credit Union does not have a serious delinquent loan factor. We appreciate the fine manner in which the overwhelming majority of members meet their Credit Union obligations and only wish to use this means in assisting members to develop sound repayment habits as well as habits of systematic savings.

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## CHEYENNE, WYOMING

COMBINED STATION/TOWER: Us "Shyomingites" moved into a new building and combined operations August 6, 1954. We have the finest quarters and some of the nicest equipment you have seen in some time.

Contrary to popular belief, the average wind velocity for Cheyenne is only 11.4 miles-per-hour. Rarely do we find it necessary to replace the wind sock with a log chain.

In this area we can expect a wide variety of temperature and weather conditions, with most of our annual precipitation falling during the spring months. Already we are getting our share of IFR traffic and more than our share of lost aircraft. Just the other day AOS Graham was busily engaged working an IFR problem, during blizzard conditions, when the pilot of a Twin Bonanza reported that he thought he was 20 miles west of Cheyenne at 7,000 feet and requested some help to the airport. The fact that the minimum instrument altitude west of Cheyenne is 10,500 feet took this report out of the 'routine' class and had Graham sitting on the edge of his seat. After listening to the conversation a Frontier Airlines captain, who was waiting for an approach to Cheyenne, remarked that he would like to learn the location of that valley west of Cheyenne for future operation. Graham couldn't see the humor in his remark until he had the aircraft located 40 miles east of Cheyenne and sent on his way to Sidney, Nebraska.

The Air Force wasn't just being good to us when they increased the length of runway 8-26 to 9,200 feet. They had an ulterior motive and we are just now beginning to realize the impact of it. They increased their complement of pilots from 6 to 93 men and moved in 20 additional aircraft. All of this resulted in a 30% increase in traffic and would lead one to believe that our vacation is over.

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The following item is quoted from the Lubbock, Texas, Avalanche-Journal of 2/13/55.

"Utah Auxiliary Landing Field May be Isolated but has Justified Existence"

## "HANKSVILLE, UTAH

"A leading candidate for the most isolated airways station in the continental United States is the Civil Aeronautics Authority auxiliary landing field and communications station at Hanksville. (Continued on next page)

"And well it might. Hanksville is just about as far as you can get from anywhere in the country - and still be just about nowhere.

"Hundreds of aerial travelers pass over or around it daily, but few - usually just the crews of the airliners, the air freighters and the military craft - know it's there.

#### "Owe Lives to Field

"Those passengers who do know of its existence include several planeloads who directly owe their lives to the fact that the field is in operation.

"Like the more than 50 persons aboard a big commercial airliner flying the Los Angeles-Chicago direct line route in August, 1951. Fire broke out in one motor. The plane was losing altitude.

"Out in the barren wastelands of southeastern Utah, with its cedar-covered mesas, deep canyons and high cliffs, there are few places a big plane might set down safely.

"But the pilot of the craft knew that Hanksville was there. He made it to the emergency field, set down quickly on the long graded runways, and all was well.

#### "Others Make Landing

"The passengers piled out - and remained on the field until spare planes came along to pick them up for the rest of their trip.

"The log kept by Jack Dalton, CAA Chief at Hanksville for more than five years, shows that at least three other aircraft have made similar emergency landings on the field since it was commissioned early in 1946.

"Countless others reached their destinations safely because of radio signals sent out by Dalton and his crew, who man an intricate radio center 24 hours a day, seven days a week.

"Most of the time their operation is routine - sending out weather information, giving positions and helping with changes in flight plans.

#### "Hunt and Fish

"But the emergencies are the things that 'make it pay off,' according to Claud Gardner, formerly of Los Angeles, and Honolulu who recently - 'and voluntarily, too' - transferred to the field.

"In between shifts, Dalton, Gardner, R. J. Cook and Earl Bracy, the radio operators, spend their time hunting and fishing when the weather permits, or prospecting for uranium. On these spare-time projects, they frequently are joined by Earl Dounahay, staff electrician, and Ernest Shirley, airways maintenance technician.

"Hanksville, about 200 miles southeast of Salt Lake City, is only a few miles from the fabulous uranium mine that prospector Vernon Pick recently sold to financier Floyd Odlum for more than \$9,000,000.

#### "Roads Improved

"Until recently, the roads into Hanksville from Green River to the north, Richfield to the west and Blanding to the southeast, all more than 50 miles away, were  
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impassable in bad weather.

"However, the search for uranium has brought government funds to improve the back roads. They are still unpaved, but are now better than trails. And the scenery's wonderful.

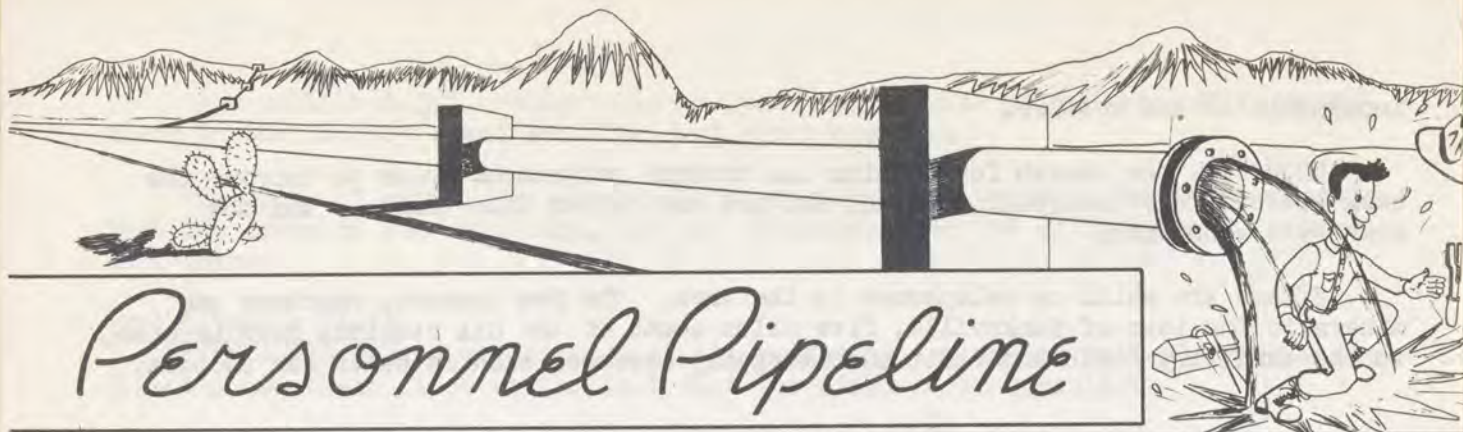
"There are still no telephones in the area. The few traders, ranchers and miners in the town of Hanksville, five miles south of the CAA station, have to come to the auxiliary field and radio out emergency messages such as calls for doctors.

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QUESTION BOX - Continued from page 9

- A. Yes, since the service would have included an appointment which, although not conferring status at the time it was made, confers eligibility for status on 1-23-55. Such a period of service would not be creditable, however, for persons not on the rolls on 1-23-55 (except military absentees), since conversion based on indefinite appointment from the register is possible only for employees in the service on that date.
- Q. May employees on leave without pay on January 23 be converted to career or career-conditional if otherwise eligible?
- A. Yes. The Commission has confirmed our understanding that all eligible employees on the rolls on 1-23-55 are to be converted, whether or not they are in a pay status on that date. Employees on LWOP, furlough, or suspension who have not been separated before 1-23 will be converted on that date if they meet the requirements for conversion.
- Q. Is a position a "military vacancy" in which the present incumbent may be converted only to career-conditional rather than career, if it was vacated by an indefinite employee who will be eligible for retroactive conversion and statutory restoration when he returns from active duty?
- A. No. The indefinite employee did not enter military service with mandatory restoration rights, and the position he left is therefore not required to be filled on a non-permanent basis.

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# Personnel Pipeline

## Status of Conversion to Career Type Appointments

You'll probably be interested in some statistics about how many Indefinite people were converted to Career status. There were 354 Indefinites who were eligible and who have already been converted. Copies of their Form 50 should be in their hands now denoting this conversion. About 150 employees were not eligible and are still "Indefinite". The Personnel Branch is now figuring out what happens next. If you are one of the Indefinites you will be receiving a letter soon from LA-90 telling you about your specific case and what steps you should follow in becoming eligible.

Incidentally, all of these employees will be converted from Social Security to Civil Service Retirement. There is no choice in the matter. Those affected probably noticed a reduction in their pay check received February 25th, for pay period No. 17.

## Electronic Specialist Examination

The Regional Examining Board has recently reopened the Electronic Specialist Civil Service Examination with an issue date of February 28, 1955 (GS-6 and GS-7). This examination will be opened "until further notice". All employees not having a Career status should apply. You might encourage any qualified person in your local community to apply for the test. No written examination is required. Applicants will be rated on the basis of training, education and experience. Appointments will be made on a career-conditional basis.

We expect the Airways Operations Specialist Examination to be opened soon. Final arrangements on this have not yet been completed.

## Incentive Awards Program

We're pleased to announce and you'll be happy to hear that some real progress has been made on getting the Incentive Awards Program on a current basis. The Administrative Order on Incentive Awards will soon be revised. There will be some very significant changes in this new Order and each and everybody is urged to read it carefully. It will contain more liberal policies than heretofore. This is one area of personnel administration that is being expanded on a larger scale than ever before.

(Continued on page 18)

## THE ANDB PLAN OF ACTION TO RESOLVE THE VOR/DME-TACAN PROBLEM

The Air Navigation Development Board announced today its plan for the resolution of the problem involving the Visual Omni Range/Distance Measuring Equipment-Tactical Air Navigation System for the Common System use. The plan is consistent with the technical findings of the Board's three consultants: R. C. Newhouse, Military Development Engineer, Bell Telephone Laboratories; H. R. Skifter, President, Airborne Instruments Laboratory; J. B. Wiesner, Professor of Communications Engineering and Director, Research Laboratory of Electronics, Massachusetts Institute of Technology. During the past year these consultants have made a thorough analysis of the two systems and have reported to the Board their conclusions as follows:

The TACAN system will provide azimuth accuracy to within one degree, while the comparable VOR accuracy is three degrees.

Prior to any widespread use of TACAN, a study should be made to assure that it can provide the total number of interference-free channels required for Common System operations.

The VOR, for basic technical reasons, cannot provide satisfactory service when installed on Navy Carriers.

The VOR/DME system does not meet military needs for equipment which can be easily sited in military theaters of operation.

In line with these findings and with the urgent military requirements, the Board has decided to complete the development of TACAN and clear the way for its adoption as the Common (military/civil) short range navigation System. The Board, finds, however, that there are still substantial uncertainties which should be explored and resolved before final standardization of TACAN for Common System use. Further matters to be explored include:

The determination of the final requirements for the Common System in relation to available frequency space in the TACAN band.

The relationship between the civil/military short range navigation system and the electronic ground environment being developed for our air defense system.

The international implications of any standardization move.

In line with these findings and pending resolution of the uncertainties, the Board has adopted the following course of action:

Finish the development of TACAN to make it suitable for Common System use at the earliest practicable date.

Continue VOR as a Common System navigation aid at least until 1965.

Limit the use of civil DME facilities to experimental purposes, with the understanding that DME service is not guaranteed beyond June 30, 1955. (This is to assure that DME frequencies would not stand in the way of TACAN if it later is standardized.)

Permit military agencies to implement TACAN facilities to meet their minimum interim requirements, for the present, on a basis which will be non-interfering with channels assigned to the civil DME and the Common System Radar Beacon.

As a back up for the TACAN program, in case it should later prove unacceptable or inadequate for any reason, develop a CW omni range facility in a higher frequency band. Present civil DME would provide distance in this "back-up" system. The DME ground equipment will be held in readiness for this eventuality.

In clearing the way for the standardization of TACAN, the Board is taking only such actions at this time as will best bring TACAN to a state of readiness for standardization and as will insure a clear road for its standardization if and when it is proved in, meanwhile providing for essential military requirements. In adopting this course, the Board has sought the maximum convenience of the users of the air space, both civil and military, at the minimum expense to the taxpayer, looking toward the implementation of a common military/civil navigation system at the earliest practicable date.

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#### INCENTIVE AWARDS PROGRAM

Six more employees are counting some pocket change for suggestions recently submitted and adopted.

The one wearing the biggest smile is John P. Johnson SES at the Belmont OFACS Station. Johnny is fast establishing himself as the Region's No. 1 "Idea Man." His latest \$50 suggestion was concerned with increasing the filament life of high priced radio tubes used by CAA. Here's the run-down of Johnson's batting average: Of the 16 suggestions submitted, 12 have been adopted, for which he has received 3 cash awards and 2 Commendation Certificates. Six of his suggestions have been forwarded to Washington for further consideration.

The other five employees who have received recognition for their worthwhile ideas are as follows:

Wesley M. Bell, SES, Lewistown, Montana, for his suggestion to replace fibre hubs in CA-694 oscillator keyers. His suggestion advocated that a program be instituted by the Regional maintenance shops to fabricate new metal hubs to replace the fibre hubs now on the keyer cam. (\$25.00).

Joseph L. Boyd, EMS, Albuquerque, New Mexico, for the suggestion he made to modify the power wiring for automatic transfer switches. This is the fourth cash award Mr. Boyd has received through the Incentive Awards Program. (\$25.00).

(Continued on next page)

Robert B. Hilborn, AOS (AR), Facility Operations Branch, Los Angeles, for his suggestion which concerns the posting of IFR flight data. His computers assisted the air traffic controllers to calculate distances much more expeditiously. (\$25.00).

Eloise B. Hughes, Engineering Draftsman, Facilities Division. Miss Hughes' suggestion concerned the use of S.F. 58, "Experience and Qualifications Sheet (Supplementary)". She suggested that information regarding the form be circulated to all Regional employees. The last Regional News Letter carried this information. (\$10.00).

Louise J. Walters, Supply Catalog Clerk, Property Management Branch, Los Angeles. Her suggestion on filing sector documents in the Property and Supply Section was adopted and officially authorized for use. (\$10.00).

In addition to the cash awards, the following employees have received Certificates of Commendation for their suggestions:

Orlin A. Covert, SES, Ukiah, California, for his suggestion on improving efficiency of VOR flight checking by improving ground crew procedure.

Wallace C. Johnson, AOS (Com), Yuma, Arizona, who submitted his idea for a "modified preference card system".

Robert D. Mehner, Electronics Technician, Seattle-Tacoma Airport, for his suggestion concerning a practical mounting for the Boonton 215-E Signal Generator at ASR-2 TX-RX sites.

\* \* \* \* \*

V. P. P. NOTES

At this writing (February 21) thirty new members have joined V.P.P. since February 1 when it was opened for the calendar month. Articles were in this publication on December 1, January 1, and February 1, so we hope no one has overlooked this notice. We don't plan to open it again!

Certainly nice that all our members have kept their health since the last time we paid out our fund (July 15).

CONTINUED GOOD HEALTH TO ALL!

\* \* \* \* \*

'AMIS Jobs

About AMIS jobs! Apparently there's still some misunderstanding among Federal Airways personnel about people occupying AMIS jobs. LA-90 has received inquiries about what will happen to them if the "AMIS funds are cut back". The answer is pretty simple. Don't worry about it - - the fact that a person is in an AMIS job is completely immaterial. The appropriation from which paid makes no difference - - all are thrust into the same pot and any reduction in force makes no distinction between whether a person is paid from AMIS, S&E, EANF, UHF, FAAP, or any other appropriation. We repeat - - it makes no difference!

Where is the Pay Bill?

The Pay Bill for classified employees is in the Civil Service Sub-Committee of both Houses. The hearings are going on during the week of February 21, but nothing has been reported out as of this writing. Administration proposal is for raises ranging from \$125 to \$800 per year, with the average slightly less than 5 percent.

We have learned that the Civil Service Commission has "upped" the present starting rate of Engineer and Physical Scientist jobs from \$3410 to \$4035 for GS-5 and from \$4205 to \$4580 for GS-7 effective March 12th. Employees paid below these rates in these grades will automatically be raised to these levels.

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DIVISION HIGHLIGHTS

AIRPORTS DIVISION

Mr. Winger attended that portion of the Regional Attorneys' Conference at Houston, Texas, at which the joint conferees included representatives of the Airports Division of this and other Regions for the purpose of discussing airport matters.

During the past month, Project Applications were received from Tucson, Arizona; San Fernando Valley and San Jose, California; Lea County (Hobbs) New Mexico; Medford, Portland, and Pendleton, Oregon; a total of 21 applications received, which is approximately one-half of the Fiscal Year 1955 Program. Most of the remaining applications are being processed through the District Offices to the Regional Office. Grant Offers will be issued shortly for 13 additional projects.

Grant Offers totaling \$410,386 were issued during the month to Phoenix, Arizona; Fresno, Merced, and San Jose, California; and Idaho Falls, Idaho. A total of 4 new projects are now under Grant Agreement, totaling \$699,855, including one Notice of Acceptance from Idaho Falls.

AIRCRAFT ENGINEERING DIVISION

Flight tests on the Aircraft Engineering Foundation's C-46 test airplane have been resumed with joint CAA Washington and Region 4 participation. A TIA has not yet been issued and Foundation personnel are in the process of revising practically  
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all of the technical data. Final decisions on some configuration items have not yet been reached and cooling problems have not yet been resolved. It may be necessary to repeat many of the flight tests at a later date in the event the present oil and head temperature limits remain unchanged.

Aerocar, Inc. is continuing construction of the last of four Model 1 aircraft. Difficulties have been experienced with failures in the universal joint and drive shaft during recent tests with a Lycoming O-320 engine installed. It appears that it may be necessary to install an adequate damper in order to correct the torsional vibration problem. Mr. Taylor is touring the East for the purpose of discussing this problem with various manufacturers and the CAA vibration specialist in Washington. In the meantime, the torsional vibration survey has been postponed indefinitely.

Information regarding the cause of the accident to a UAL CV-340 at Dexter, Iowa, was investigated, coordinated, and forwarded to Washington with recommendations regarding appropriate action. Following this incident, the matter of balancing all tabs on this airplane was discussed again with Convair. Previously, this matter was discussed with UAL and Convair. It is believed these tabs could be balanced, or some other design change could be made which would greatly reduce the possibility of flutter in the event of failure or unsatisfactory maintenance in the tab system. Convair pointed out that the present design meets all CAA requirements and that both incidents to date have occurred as the result of unsatisfactory maintenance. It appears that any design change would have to be made on a voluntary basis on the part of Convair and/or the operators. Attempts were made to "sell" Convair on the idea of providing a Service Bulletin covering such a design change on an optional basis. To date CAA attempts in this regard have been unsuccessful.

Technical data have been submitted covering the installation of inter-wall cooling provisions for the saddle tanks, the addition of propeller spinners, and an improved flap installation on the Douglas Model DC-7B airplane. The flight test program on the DC-7B is under way, including a saddle tank temperature survey with an increase in METO power of 100 HP for the DA4 engines. The DC-7B flight test program on a test prototype airplane is expected to continue for several months.

Fletcher personnel advise their Serial No. 7 FU-24 airplane will be available for CAA flight tests early in March. A TIA already has been issued and the program is scheduled to begin whenever Fletcher is ready. An enlarged vertical tail area was found necessary during the New Zealand flight tests and Fletcher personnel presently are conducting static tests on the re-designed tail. It is not known which configuration will be presented for CAA flight tests.

The flight test program on the LearStar has been completed. Miscellaneous technical data items still are being cleared up; however, this modification now is considered approved. Numerous additional changes are programmed, therefore, engineering and flight test work on further revisions may continue for several months.

Flight tests are under way on the TWA version of the Lockheed 1049G airplane with tip tanks. It is expected that this program will be completed in the immediate future. Flight tests on the NWA version of the 1049G have been completed and several of these airplanes have been delivered.

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## GENERAL SAFETY DIVISION

~ While there appears to have been little change in the activity of general aviation for the month of January over the previous several months, the major emphasis in most district offices seems to be toward flight clinics and safety meetings. At the present time, many offices are planning to have flight clinics early in the spring with the possibility of a National Flying Club Convention to be conducted in Seattle during the summer.

"We want businessmen to learn to fly" is the new slogan of an operator at the new Municipal Airport at Santa Fe, New Mexico. This operator has prepared a flight course for business and professional men only, designed to make them safe and competent business pilots. The course is available to businessmen on a non-profit basis and costs considerably less than the average flight course. It involves 17 hours of dual instruction and 27 hours of solo practice with emphasis on instruction involving cross-country flying, including business trips where possible. The ground school program covers fundamentals of aircraft and engine operation, navigation, Civil Air Regulations, and meteorology. The Albuquerque ASDO reports that this course has been enthusiastically received by local businessmen.

Flying club activity has been very vigorous during the past month, and the various hangars of the Montana Pilots' Association have been increasing their membership, according to the Billings ASDO. Our agents in Billings tell us that aircraft sales are "startling" and have indicated that the two distributors at the Billings airport did almost as much business during the month of January as they did during the whole year of 1954.

The first semi-annual flight clinic sponsored by the San Bernardino County Sheriff's Aero Squadron was held recently at the Norton Air Force Base in San Bernardino, California. The Air Force, while not permitting private aircraft to land at the base, did provide transportation for pilots who landed at an adjacent private airport. Two link trainers were kept in operation throughout the day. Agents in the Ontario ASDO feel that this particular flight clinic was a success primarily because of the excellent facilities which were made available to the participants by the Air Force.

Our Medford office reports that 600,000 acres of forest land will be sprayed in Oregon this year for budworm control. They also report that there is increased interest in the National Safety Program by clubs in their district.

Long Beach ASDO reports that Long Beach City College has been issued an advance ground school approval to fulfill the needs of a large number of Douglas Aircraft employees and Long Beach firemen who have flying clubs in their respective organizations. As a matter of fact, the Douglas Aircraft Company has shown its interest in donating a large loving cup to be used in interplant flying club competition.

The Van Nuys district reports a noticeable increase in the interest of repair stations in obtaining authority to export aeronautical products. Five in this district have already been given such authority to date, with others indicating a desire to obtain the authority. This program relieves the district office personnel of considerable work in handling exports as in the past.

The Helena office reports increased interest by repair facilities to obtain approved repair station certificates due to the Air Force's announced plans to utilize CAA

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approved repair stations for contract maintenance. Two agencies in their area are preparing for airframe and powerplant ratings and three, for radio ratings. This is an encouraging sign that the repair station program is experiencing a revival as a result of our circulation of information on the military's plans regarding use of these agencies for maintenance.

An operator in the Deming, New Mexico area is preparing a large and exceptionally well equipped repair station for certification in the near future and expects to employ approximately thirty people. They have on order a large amount of radio test equipment, equipment for a complete hydraulic test laboratory, a sheet metal department, and equipment for general airframe repairs. The owner of this operation visited the Regional Office, General Maintenance Branch and discussed some of the plans and general requirements for certification. The indications are that they will be the first approved repair station in the Albuquerque district and will be an outstanding facility. The owner was prompted to organize this facility by the prospects of getting some large military maintenance contracts but their facilities are primarily for civil aircraft service work.

Indications from all areas are that considerable interest is evidenced regarding the forthcoming program to eliminate aircraft annual inspections. It appears that the comments for and against this program are fairly well balanced.

#### AIR CARRIER SAFETY DIVISION

The Board of Trustees, San Mateo College, held a meeting on January 18, 1955, for the purpose of discussing the proposed construction of a new campus for San Mateo College on Coyote Point. In attendance were Mike Doolin and George Cote, representing the California State Aeronautics Commission, and George Gary and Thomas Flaherty, CAA District Airport Engineers, and A. L. Gammon, CAA San Francisco Air Carrier District Office. Representation from the California Aeronautics Commission and the Civil Aeronautics Administration was for the purpose of acquainting the Board of Trustees and attending consultants of the future development of the San Francisco International Airport and its traffic problems. Noise is going to be a problem, since the proposed campus lies in the approach area to the San Francisco Airport.

United Air Lines started DC-7 operation between Honolulu and San Francisco on January 1, 1955. The new DC-7 schedule replaces the Boeing 377's recently sold to BOAC. The last Boeing flight was from Honolulu to San Francisco on January 4. The DC-7 reduces the previously scheduled time of 9 hours and 45 minutes between San Francisco and Honolulu to 8 hours and 20 minutes.

In order to make the DC-7 trips a deluxe service, United Air Lines has embarked upon a program of having the passenger baggage available within the terminal by the time the passenger reaches the baggage claiming area.

Los Angeles Airways has modified their third S-55 helicopter for passenger operation between Los Angeles and Long Beach. A new heliport site has been selected just south of the City Hall in Santa Monica. This is to be used for expanding air express operations.

As the result of a last minute reversal of CAB's decision, Frontier Airlines regularly scheduled operations into Minot, North Dakota, have not been inaugurated as planned.

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A preliminary CAB Hearing on the extension of Frontier Airlines certificate is scheduled for February 24.

Flight Operations Agents T. N. Barber and R. B. Stophlet participated in the seminar conducted by the Coast Guard in Honolulu, January 26 and 27. The program included search and rescue procedures of the Coast Guard, demonstration of emergency over-water equipment and emergency procedures. The seminar was considered very informative and of definite value in improving the use of over-water equipment and the value of emergency procedures of aircraft.

The Air Force have granted Northwest Airlines permission to operate into Paine Field, Everett, Washington, utilizing their GCA.

There were CAM flights four days during January in the Seattle area. Air Carrier Agents inspected approximately 10% of the 123 airplanes involved. One CAM flight involved 60 airplanes.

#### FACILITIES DIVISION

We know that many employees of the CAA will be interested to learn that Mr. Wallace A. Simonson, (Si), Deputy Chief of the Facilities Division has retired effective January 7, 1955. Although Si has not reached the usual retirement age, a recent prolonged illness made it necessary for him to speed up his retirement plans.

Si first saw the light of day at Kalkaska, Michigan. After completion of high school he entered the U.S. Navy in May 1919, remaining in the Naval service until November 1923. He then served 8 months as a telegraph operator for a railroad company in Michigan after which he entered the U.S. Airmail Service July 1924, under the U.S. Post Office Department at Rock Springs, Wyoming. Si served in many operating and technical positions with CAA and predecessor agencies moving progressively up the promotion ladder in both the Operations and Facilities Divisions of Federal Airways.

Si had a very interesting career and made many friends while serving at Rock Springs, Salt Lake City, Burley, Boise, Seattle, and Los Angeles. His many friends extend best wishes to him on his retirement and wish him a speedy recovery and hope that he will be able to pursue his favorite hobbies.

#### Flight Inspection Branch

~Douglas N-20 and Beechcraft N-55 were delivered to Oklahoma City for 1000 hour inspection and engine changes. Pool Beechcraft N-71 will be assigned to Flight Inspection for approximately 60 days at which time replacement for N-55 will be available.

#### Establishment Branch

A number of miscellaneous projects have been handled during the current month and among them is the development of two mobile air traffic control towers. These are being developed from two panel trucks upon each of which a platform is being erected. The trucks have been painted and fabrication of the platforms is in progress. Upon installation of electronic equipment they will be available for use at locations where an unusual concentration of aircraft takes place and where a permanent control tower is not required.

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Fred McCauley and Carl Duncan started modernization of air/ground console equipment and relocation of antennas at Roswell, New Mexico INSAC. (Jim Grenshaw is supervising improvements to the antenna support structure).

Jim Grenshaw will supervise construction of a delta-frame antenna support structure at Salinas INSAC following completion of his assignment at Roswell.

Riley Harris, Arnold Hatch and Dave Hegland started modernization of the Van Nuys Control Tower.

Bill Foker is overhauling the Winslow dual console equipment in the Regional Shops.

Everyone is happy to see Merle Zeigner back on the job again after his recent illness. John Tunis has done a bang-up job covering the San Francisco OFACS assignment for Zig during his absence. The OFACS installation is now 33% complete which puts it somewhat ahead of schedule.

Howard Pyle and Max Harvey have just completed modernization of the Baker, Oregon INSAC. This work included installation of channel switching for the transmitters used on both civil and military VHF frequencies, and also installation of some new antennas. A short time ago Howard sent us a picture taken at The Dalles, Oregon of his car all covered with snow, with a note saying, "I wouldn't trade this for all the wrinkled oranges and dead palms in California."

Bob Payne and Clyde Olson are hard at work modernizing the Air Traffic Control Tower at Boeing Field, Seattle. This work includes relocation of all equipment to a new and larger equipment room and installation of a new operating desk in the tower cab.

Earl Jobe and John Elwood have just completed installation of voice/code identification equipment at the Seattle, Washington out marker compass locator. Earlier in the month they removed and shipped all CAA-owned equipment from the discontinued Salem, Oregon Control Tower. They are now helping Bob Payne at the Boeing Tower.

Fred Yandell, Construction Supervisor, has nearly completed an antenna structure modification at Pocatello, Idaho and participated in the final inspection of a delta frame antenna support and a VOR fence at Wendover, Utah. At present, he is at Burley, Idaho, soliciting bids for modifying another H-frame antenna support to a delta frame structure.

Tom Tarpo has been busy dismantling a fan marker near San Francisco and surveying on Long Beach and Los Angeles Airports in connection with ASR. He is now enroute to Half Moon Bay to dismantle another fan marker.

Bill Beekman has completed the survey for the Roswell, New Mexico VOR relocation. Invitations for bids for the construction work involved are being circulated. Drawings and specifications are being prepared for the proposal which will be issued shortly.

Virden Vick has been battling blowing sand and cold ocean breezes as Construction Superintendent in charge of the construction of the Los Angeles VOR. The work is about 70% complete.

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Chuck Dickow, Maynard Hegland and Erwin Clark have completed the electronic survey on Ault Field, for the Whidby Island, Washington VOR. This project has been one of three days set-up time and three weeks waiting for a break in the weather for a flight check (with due apologies to Mary M. at Yakima, but that's the way it is.)

Dickow and crew have set up the portable VOR at Fircrest-Tacoma and secured a marginal flight check. Chuck is securing bids for additional site improvements at this location.

Emmett Whitney and Bob Crookshank estimate they will have the Williams VOR completed about March 10. Their next assignment will bring them into Los Angeles for installation of the sand dune VOR.

Paul Watkins and Boyd Preece have retarded the completion date of the Olympia, Washington VOR to the latter part of March. The added time is the result of last minute change in signals to the method of monitoring. Monitoring will now be handled by Weather Bureau personnel via a control cable terminated in their quarters.

Chuck Daggy and John Williams have been keeping their part of the DME program moving rapidly. They have completed Yuma and Palmdale and are now at Bakersfield. Their next stop will be Ukiah.

Mike Domitrovich and Glenn Shoop are back in the DME program again with an installation at Pendleton, Oregon. This crew will next tackle the installation at The Dalles.

Glenn Kassing, our newest installation engineer, has completed tuneup of the DME at Gila Bend after that facility's installation by Ed Pardee and George Martin. Glenn is now at Truth or Consequences with his assistant (also new to field installation work) Al Calloway.

Jim Cheatham and Bob Stramp have completed the DME installation at Tucumcari and are now at Las Vegas, N.M. We heard you had a little stormy weather up that way.

Sam Rosenfeld is still working on the Conelrad program by winding up installations in the San Diego area and bringing this program in the 34th Air Defense Division to near completion. Sam will next move to the Tucson area where he will provide Conelrad control at several unattended facilities. Jim Carr has jumped from Montague to Salt Lake City on the Conelrad program. He is providing Conelrad control of several unattended facilities in the Salt Lake City area.

Construction Supervisor Marion Duncan completed construction of the Gilpin and San Xavier Mission Fan Markers with final inspection on February 24. He will next move to Fillmore where he will supervise what we hope will be a goat-proof fence at the Fillmore VOR.

Ed Pardee and George Martin are following right behind Marion Duncan with installation of electronic equipment at these fan markers. We expect they will finish installation early in March.

Construction work for the installation of the ASR-3 at Los Angeles was started on January 31, 1955. Hansen Kashner is the contractor and Gene Newman is supervising the work for CAA. The work is progressing satisfactorily and it is expected that all work will be completed in contract time. (Continued on next page)

Plans and specifications have been prepared for the installation of the PAR-2 and IFR room at Portland, Oregon. Bids are being solicited for the structural work with an opening date set for March 15, 1955. If a satisfactory bid is received, we expect to proceed with the work immediately.

Bakersfield, California ILS Outer Marker facility is being relocated and will be ready for installation of equipment on or about February 23, 1955. Frank Dettmer is supervising the construction work which is being performed by short form contract. F. Beauchamp assisted by R. A. Faul will relocate the electronic equipment.

Long Beach, California ASR construction started February 18th. Dailey's, St. George, Utah is the contractor and Dave Domaskin, Resident Engineer.

Burbank, California ASR equipment room and duct modification was started February 8. Statewide Electric Company is the contractor and Harry Mellen Resident Engineer.

J. R. Eagen and T. T. Bracken report from San Francisco that they will have the ASR back in commission about March 1. The ASR Repeater will require additional work to correct the problems being encountered due to factory modifications. We would like to express a word of thanks to Cliff Feten, Jack Matthews and "Nick" Nickerson of the San Francisco Maintenance gang for the fine cooperation and help they have contributed during this installation. Dell Larsen and Rafael Lopez will have the Radar Communications ready for operation when the radar is recommissioned.

Riley Harris and his wrecking crew of Arnold Hatch and Dave Hegland, with the assistance of Rex Brown, Los Angeles Radar Technician, dismantled the Los Angeles ASR-3 in a week's time beginning on January 31, 1955.

Frank Beauchamp and Robert A. Faul (Bob has just become a field engineer) will have the PAR-1 console equipment rack relocated by February 25 at Los Angeles to allow for installation of the ASR-3.

Salt Lake City ILS installation is continuing with "cold feet" and W. Martyn Electronic Engineer in charge. Mr. Martyn is being ably assisted by Messrs. F. Beauchamp, D. Brown and W. Pedri. Installation is 60% complete. Mr. Beauchamp has been temporarily released by Mr. Martyn for work in the Los Angeles and Bakersfield areas.

Installation of the Portland ILS/DME has been completed by Messrs. Cole and Hafner. Flight check of this facility is being delayed awaiting availability of aircraft.

A request for bids for Technical Services by contract has been issued covering contract personnel for the UHF section as Civil, Electrical and Electronic Engineers and Installation Technicians. We propose to acquire the services of 26 outside people to expedite the program, and insure completion by June 30, 1956.

Work continued on UHF installations on Oakland, The Dalles, Ontario and Los Angeles. Joe Barnes has been assigned to the Ontario crew and Pat McCarty to The Dalles.

UHF Construction work continued at Phoenix and Bellingham. Frank Gavin is finishing up at Ellensburg and Jim Pace is now working at Yuma INSAC. Clyde Lee finished up Truth or Consequences and his next assignment will be Tonopah, Nevada.

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Initial surveys were made at Trinidad and La Junta by John Reed and Bob Frehse, for UHF construction. John Reed conducted preliminary negotiations with KSL-TV at Salt Lake City for occupancy of their site on Coon Peak.

On behalf of the Industrial College of the Armed Forces, on February 14, Mr. Plotkin presented a certificate to Mr. Riley B. Harris for completion of a correspondence study course on "Emergency Management of the National Economy". This course covers a broad subject that is of vital concern to the future of our country. The course requires considerable time and effort and we wish to congratulate Riley on his accomplishment.

Mel Garfinkle was hospitalized for two weeks and is now on extended sick leave, convalescing. We all wish Mel a speedy recovery.

#### Maintenance Branch

Operations in the Facilities Maintenance Branch during the month of February involved several unusual personnel movements in the Structures and Grounds Unit which should accomplish a great deal toward settling our personnel in the locations where they can best operate. Since Stephen Parker left the Los Angeles Structures and Grounds crew to head up the Unit in the R.O., Mr. A. Dimick, known to a great number of the Maintenance Branch field employees for his long service in the northwest, was selected to fill this vacancy. Russell Peterson who had been operating at San Francisco in charge of that group was then moved back to familiar territory with Headquarters at Missoula. The San Mateo crew then reverted back to its pre-consolidation Chief, Sam Sheridan, who had been working there as one of the General Mechanics.

One of the old timers in the Airways group has elected to take retirement during this month - - Mr. Jesse D. Mitchell who has been Relief Airways Specialist out of Seattle since the consolidation. Jesse first entered on duty with the Aeronautics service at Salt Lake City as a General Mechanic in 1934. He worked with the field crew maintaining and building various types of airways facilities and served during some periods of this time in charge of the field maintenance crew. With the split of the old 5th Air Navigation District into Regions 5, 6 and 7, Jesse elected to go to Seattle where he became an Airways Mechanician in 1939. He served in this capacity over some of the roughest beacon light sectors operated by the CAA until World War II came around when he went on active duty as a buck private. During his military service his duty took him to Las Vegas, Nevada where he served a considerable length of time at Nellis Air Force Base. After returning to the CAA when released from the Army, Mitchell elected to take a Relief Airways Specialist job in 1947. He has retained that position until his date of retirement after 26 years of combined CAA and military service. We believe Jesse has earned the right to loaf now and meditate on his past service.

One of the wandering District Supervisors has departed for a trip far afield this month on loan to the International Region. Gene Mathews, ATDS #7 at San Francisco, departed on February 14 via Pan American Airways for a detail in Bangkok, Thailand and will make stop-overs at Honolulu, Wake, Tokyo and Hong Kong. We hope Gene will have an interesting trip and can provide able assistance to the Government of Siam on this assignment.

Operations at the San Francisco Airport are proceeding according to schedule although the old Administration Building appears to have been deserted. Our District Office  
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moved to the new building during this month and all Maintenance personnel other than those associated with the OFACS Control Station moved with it.

Mr. Marriott, in company with Mr. Clayton, on a familiarization trip this month visited Klamath Falls, Redmond, The Dalles, Yakima, Ephrata, Spokane, Ellensburg, Seattle and Toledo. Many of the personnel at those locations met Mr. Marriott for the first time and all concerned felt the meeting was beneficial.

The following personnel have graduated from the Teletype School held in the R.O.: Robert Sikes, Frank Rhoads, Robert Tulloch, Joseph Boyd, William Staads, L.P. Rose, Henry Whitaker, John Peach, Ernest Swan, Mark Covill and George Salkeld. The men now in attendance are: William Powell, Irven Porter, Fred Lawson, Francis O'leary and Leonard Miller.

Branch personnel attending various training courses at Oklahoma City are as follows: Frank Ogg, James Neary, Jack Bartshe, Leo Morrow, John Franek, Philip Jemison, Harry Ledington, Darwin Irons, Russell Fleming and Leland Hahn.

Several of our radar specialists, Erwin Schulz, Wallace Ward and James Van Voorhis, are on loan to the Washington office and are assisting in factory inspection of ASR-3 and PAR-2 equipment.

Several of our field personnel are on the sick list and we wish them each a speedy recovery. Warren Hill, SES, Sacramento, is hospitalized there and expects to be away from his Sector for some time. Also at Sacramento, Herman Fischer, Electro-Mechanical Specialist, has had a recurrence of his knee trouble and has been on the sick list for some time. Clifford Wood, SES, Klamath Falls, recently returned to duty after a trip to the hospital where he had his ulcer patched up. Byron Diebert, Electro-Mechanical Specialist at Burbank has been on sick leave for several months.

#### AIRWAYS OPERATIONS DIVISION

On January 26, 1955, Mr. Ward Saunders, Chief, Great Falls Tower, and others of the tower personnel, visited the temporary radar site now operated by the 29th Air Division Headquarters on the Great Falls AFB. The primary function of this site is to assist in scramble and recovery of jet aircraft operating from the Great Falls AFB. The site assisted the Great Falls Air Route Center on February 5 by providing positive identification of a DC-3 which was enroute from Billings to Great Falls after the aircraft had experienced radio transmitter failure. The radar site advised the Great Falls Center that they had a target on their scope in the vicinity of Lewistown, Montana. Instructions issued to the pilot through the Lewistown Airways Communication Station requested the pilot to make an identifying turn. The pilot proceeded to turn as requested and positive identification was made in this manner.

A waiver to the Regulation of the Administrator, Part 620, was published and distributed on January 27, 1955 which provides that non-radio equipped aircraft may cross the Canada-United States boundary at three specific points after having filed a DVFR flight plan through Department of Transport facilities.

On February 4 two representatives of the Strategic Air Command (SAC) from Ellsworth AFB, Rapid City, visited the 29th Air Division headquarters and discussed proposed changes in their evacuation plan which were in conflict with evacuation plans submitted by other SAC bases. ADLO Firebaugh helped in resolving this problem.

(Continued on next page)

The operations officers of all radar sites within the 29th Air Division sector visited the Great Falls Center and Tower. This tour of the CAA facilities provided an opportunity for them to discuss and question CAA personnel on AMIS operation, enroute and approach control procedures pertaining to jet fighter operations.

ADLO Claar met with the Arizona Aviation Authority and the State Director of Civil Defense on January 17. Arrangements were made for the State Director and other key legislators to visit the 27th Air Division headquarters on January 31. The group was shown the division operations and problems, and the part of the CAA in Air Defense was explained. Considerable interest both in civil defense and aviation problems was generated.

On January 27, a conference was held at Norton AFB with Military Flight Service, the 27th Air Defense Division, CAA, and all Base Operations Officers from the March Flight Service area. CAA was represented by John Munds of the Los Angeles Center, John Kennedy of the Albuquerque Center, and ADLO Mert Claar. The conference operated under a panel discussion concept with a separate panel for each general area of discussion. The CAA representatives made up the traffic control panel and Mr. Claar was a member of several of the other panels. Group participation was excellent and many problems were brought up and solved or action to solve them was agreed upon. The group voted unanimously to hold conference of this nature at least once each six months.

27th Air Division and SAC representatives met to discuss control of SAC aircraft using Danger Area 281. ADC has been attempting to clear aircraft into and out of this area to avoid conflict within the area but due to volume of traffic and responsibility conflicting with ADC mission it is necessary to discontinue the agreement. The SAC representative asked for this service by CAA facility but was advised that this was impractical both from the standpoint of added responsibility and conflict with normal duties of the facility.

On February 14, 27th Air Division personnel, AOD personnel and National Guard representatives from Van Nuys met to review scramble and recovery procedures which were accepted with minor changes. These will be implemented as soon as reproduction is completed.

ADLO Simonson attended meeting at McClellan AFB concerning the communication procedures to be followed by AEW&C aircraft (RCL21) while on tactical missions.

ADLO Swanson presented a paper entitled "Rearrangement of Control Airspace and Utilization of Air Defense Radar for Air Traffic Control" at a meeting of the Institute of Navigation at Sacramento January 29.

At Washington's request, Centers were canvassed for recommendations concerning methods of reducing noise factor. These recommendations have been forwarded to W-380.

At the request of the Naval Electronics Laboratory at Point Loma, arrangements have been made for their planning engineer to visit several of our airport traffic control towers. This is to permit them to study our equipment layouts and operational methods in connection with design of future Navy towers.

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Preliminary plans of new Administration Building at Portland, Oregon have been studied and recommended changes forwarded to LA-330. Space studies at several locations have been made as a result of new FAAP grants currently being considered.

Preliminary instructions from Washington regarding operation and installation of USWB direct reading transmissometer equipment in towers was transmitted to locations scheduled to receive the equipment.

Clyde Van Horn, formerly of the Oakland Center, assumed his new duties as Chief of the Los Angeles Center February 23.

Chuck Ewing, Personnel Training Section of the Facility Operations Branch, has turned in his resignation effective at the end of this month in order to accept a position with the ATA in Los Angeles. We wish Chuck much happiness and success in his new position and feel sure that we will continue our excellent relations with him which have been established over the years.

Messrs. DeArce, regional office, Sinclair of the Albuquerque Center, and Greenleaf of the Salt Lake City Center met with AEC officials at Albuquerque January 25 for preparation of the present tests being conducted in Nevada. Our participation is to provide necessary vectoring of aircraft around atomic clouds following the blast.

Rand Corporation, Santa Monica, continues to contact some of our facilities, primarily, air route traffic control centers, to obtain data on aircraft movements which they are using to prepare training programs for the Air Defense Command personnel. This, in effect, is a simulation of aircraft movement within an ADIZ.

Through the combined efforts of the Oregon State Aeronautical Director, U. S. Weather Bureau, and private operators, a UNICOM with transmitting and receiving facilities on 122.8 mcs. has been commissioned in the U. S. Weather Bureau Office at McNary Field, Salem, Oregon. Service will be continuous over the 24-hour period with the call "Salem Weather Bureau" assigned. Pilots flying in the vicinity of Salem may obtain weather briefing in the air. The CAA has loaned surplus equipment to provide the service.

Project completed for change of frequency at Mexicali, Sonora from 346kc to 292kc to relieve interference on Ontario LOM facility 347kc. Ontario flight checked and operating satisfactorily.

Coordination completed and approval received from Alaska Communications System, Seattle, for continued sharing of 190kc Pescadero and 189kc Ketchikan on basis future move 190kc to LOMPOC CONSOLAN may resolve problem.

Study completed and recommendation forwarded to Washington for frequency 391kc or 290kc for Mojave, California, Navy tower on share basis. No clear channels.

Study and analysis completed for trial use 375kc 20 watts at Navy Monroe intersection Seattle 15 mile radiobeacon in lieu of 404kc on non-interference basis at Vashon intersection NE leg Shelton Range 371kc.

Coordination completed with Air Force representative, Air Development Center, Culver City, California, involving utilization large portion of radio spectrum to ascertain primary portion with emphasis on all bands of concern to CAA.

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Studies completed and recommendations forwarded to Washington for trial use of frequency 408kc or 409kc by Air Force homer at Harts Lake, Washington to replace 338kc due to intolerable interference from Gordon Head, B.C.

Recommendations made to Washington for reduction in power being used by Mexican Government at Los Mochis, Sinola, on 327kc to relieve night time interference in use of Phoenix radio range on 326kc.

Recommendations made to Washington for use of 381 kc as suitable replacement for 207kc at Tijuana, Mexico radiobeacon localizer with strict limitation maximum power 25 watts on non-interference basis with Chatsworth, California 382kc. Tijuana localizer presently shut down at request of U. S. Government, due to interference problem with U.S.N. radiobeacon at Coronado, California on 206kc.

John Piet, Chief, Ellensburg Station, is on detail in the regional office to set up frequency pictorial map displays for frequency selection work.

Developed plans and submitted recommendations for designation of Victor and Colorado Airways in Tucson area. Matter was fully coordinated with all concerned in meeting at Davis Monthan AFB January 25.

Developed plan and submitted recommendations for dual airway structure into San Francisco Bay area from the south.

\* \* \* \* \*

Belmont, California;  
(Incident)

The Big Stink

Things keep slipping through our typewriter, despite its 20,000 tiny filters. Another way to have a circuit outage charged against us: - - Four days ago fuses blew, transmitters failed, a sickening smell of burnt hair permeated the air . . .  
A (we thought) thorough investigation revealed no cause; another unsolved mystery. - However, today, PUI, our noses led us to the executed culprit, the RAT.

SES - Sector 202

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